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23 May 1952

MEMORANDUM FOR: The Director of Training
THRU: Deputy Director of Training (General)
SUBJECT: CIA Human Resources Program, - Preliminary Statement

1. It is proposed to establish in the General Training Division, Office of Training, the CIA Human Resources Program.

2. It will be the purpose of this program to assist people with management and supervisory responsibilities to make the best and fullest use of the individuals under their supervision.

3. Through this program, the Office of Training would implement the policy of the Office of Personnel to improve personnel practices throughout the Agency.

4. A key management problem in CIA at the present time is the problem of human relations. Management, as the process of getting work done through people, becomes in effect the development of people. The key management problem is obviously human relations.

5. Though this fact may be understood, it is not noticeably being applied within CIA.

6. The CIA Human Resources Program would consist of four one hour group meetings with each particular group of supervisors, with preferably not more than twenty in a group; a one-half hour interview with each supervisor; and a follow-up one hour group meeting approximately every six weeks for an indefinite period into the future.

7. The CIA Human Resources Program would be instituted office by office, division by division, until the necessary coverage had been achieved. Since it is a compact program, it could be launched with several groups of supervisors at the same time and could spread throughout the Agency relatively quickly. All group meetings would be conducted by a member of the staff of the General Training Division, OTR, but the program would become integrated with the normal operations of each organizational unit in which it was established.

8. The effectiveness of training is that it gets to those with supervisory responsibilities, to comprehend the human resources under their supervision, and to apply the simple, well-tried concepts of effective human relations within the framework of a systematically organized program.

supervisory
personnel assistance
in work

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9. The organization of meetings would be as follows:

Group Meeting #1	The Supervisor's Job	1 hour
Individual Conferences	$\frac{1}{2}$ hour x the number of supervisors	
Group Meeting #2	Supervision as Management	1 hour
Group Meeting #3	Developing a Strong Team	1 hour
Group Meeting #4	An Action Program	1 hour
Follow-up Meetings	once every six weeks	1 hour

10. The group meetings are conducted as seminar discussions. The training officer develops the topic and then brings out for discussion working problems of members of the group.

11. An individual conference with each supervisor is scheduled after the first group meeting. In preparation for this conference, the supervisor notes on a 3x5 card for each employee the following information: name of employee; length of time in the unit; length of time in the Agency; demonstrated strengths of this employee; apparent weaknesses of this employee; action taken by the supervisor to assist the employee to achieve greater efficiency.

12. The follow-up meetings, at approximately six week intervals, are programmed in terms of the interests, needs, and practical problems of each group of supervisors.

13. I would propose to commence the Human Resources Program slowly, developing it fairly strongly within one Office, and expanding upon request from other Offices.

14. I suggest the establishment of a Management Training Branch in the General Training Division to have responsibility for supervisory, administrative, and executive training. This would include at present the proposed Human Resources Program which would be primarily concerned with people; and the Administrative Training Program (yet to be formulated) which would be primarily concerned with money and materials.

15. I would propose to staff the Management Training Branch of the General Training Division with three training officers: one GS-14, one GS-13, and one GS-12. These three positions should be adequate to handle the load anticipated in the management training field for the next twelve months. The grade levels indicated are necessary to secure people of the calibre required especially to do the Human Resources job; this type of training is developmental all the time, it is never static.

cc.

RESTRICTED Chief, General Training Division

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